

BRISTOL COUNTY WATER AUTHORITY
MINUTES OF THE BOARD STRATEGIC PLAN WORKSHOP

Wednesday, September 18, 2013
450 Child Street, Boardroom, Warren, RI

Pursuant to proper notice, the Board Workshop was called to order by Chairman Klepper at 6:00 pm, 450 Child Street, Boardroom, Warren, Rhode Island.

Executive Director Pamela Marchand and the following Directors were in attendance at the commencement of the meeting:

Robert Allio, John Jannitto, Allan Mepper, Raymond Palmieri, Sr., Georgina Macdonald

Directors Absent: Paul Bishop, William Gosselin, Frank Sylvia

Staff members Mark Champagne, Ken Booth, Randy Manchester and Joseph Granada were also participants in the workshop.

Director Bradford Louison joined the meeting at 6:20pm

Director Allio led the workshop beginning with a request to the participants to write down the most important accomplishment for the organization over the next 12 to 18 months.

Participants listed: Pawtucket connection, rehab piping as necessary, 3 for computer system installation, sufficient funds, public confidence, and pension fund termination.

Director Marchand then gave a presentation on the situational analysis of the organization including demand & supply, rates, system condition, political and litigations issues and financial issues. The participants held discussions on various concerns.

Mark Champagne presented the year to date financial information.

Director Allio requested that the Mission and Vision statements be reviewed: the group agreed on minor changes to the Vision statement:

Mission: to provide the highest quality water to all our customers.

Vision: BCWA will be a model regional water utility, recognized for its customer service, water quality, system reliability and efficiency.

Director Allio led a discussion on the Future Assumptions listed in 2012. The participants determined that there were no substantive changes.

A review of the previous strategic plan in light of the discussions and presented information led to a discussion on the 2013 Strategic Initiatives. It was determined that with some minor modifications, the 2013 Initiatives would continue from those of 2012.

New initiatives were added to the Implementation Plan: new website, additional distribution of information to the public such as news releases, investigate a new logo, and investigate changing the BCWA fiscal year.

The BCWA Calendar of Financial Events — FY 2014 was modified as attached.

The workshop was concluded at 9:15 pm.

Allan C. Klepper
Chairman

2013 Future Assumptions:

Decline in population; slow economic growth

Reduced industrial and commercial market

Residential demand reduced by conservation

Higher water cost

Distribution system needs renovation

Water treatment plant to be divested

Shift to high technology operations and customer interface

Aging workforce

Increased accountability to stakeholders

Greater regulatory oversight

Decrease in pension and OPEB liabilities

Limited access to state and federal funds

Low interest rates for short term

Increased need for security

2013 Strategic Initiatives*

I. Maintain Secure Supply of Quality Water

- a. Develop alternative sources of water
- b. Upgrade infrastructure
- c. Maintain/improve water quality assurance
- d. Divest/Dispose of redundant assets

II. Improve Customer Relations

- a. Continue public education program
- b. Improve customer service

III. Improve Managerial Systems

- a. Improve communications with all stakeholders
- b. Install new MIS system
- c. Redesign employee training and development programs
- d. Review and improve compensation and reward systems
- e. Identify metrics to monitor performance
- f. Upgrade emergency procedures for system operation

IV. Assure Financial Stability

- a. Obtain funding necessary to support operations and capital needs
- b. Improve system efficiencies and control costs

*program details and schedules are documented in the BCWA implementation plans

BCWA Calendar of Financial Events-- FY 2014

[illegible]